# Message Text

#### CONFIDENTIAL

PAGE 01 LISBON 02422 01 OF 03 281345Z ACTION EUR-12

INFO OCT-01 ISO-00 SS-15 SP-02 PER-01 SIG-01 A-01 MMO-01 EB-08 SCA-01 IO-13 INR-07 PM-04 CU-02 /069 W

-----281727Z 008645 /43

R 280658Z MAR 77 FM AMEMBASSY LISBON TO SECSTATE WASHDC 0713

CONFIDENTIAL SECTION 1 OF 3 LISBON 2422

E.O. 11652: GDS

TAGS: AMGT, PFOR, XX

SUBJ: PARM - ANNUAL POLICY AND RESOURCE ASSESSMENT FOR PORTUGAL PARTS II AND III

REF: (A) STATE 38356, (B) LISBON 2346

SUMMARY: THIS CABLE TRANSMITS PARTS II AND III OF THE ANNUAL POLICY AND RESOURCE ASSESSMENT. END SUMMARY

PART II - RESOARCE ASSESSMENT

1. FUNCITIONAL ANALYSIS: STATE RESOURCES WILL BE INTEGRATED INTO A MISSION-WIDE EFFORT TO PURSUE THE COURSES OF ACTION DESCRIBED IN PART I (REF B) AS FOLLOWS:

COURSE OF ACTION RESPONSIBILITY

(I) POLITICAL:

- -- STRENGTHEN DEMOCRATIC -- COUNTRY TEAM EFFORT, WITH INSTITUTIONS. KEY ROLE FOR WASHINGTON.
- -- ENCOURAGE NON-COMMUNIST LABOR ATTACHE WILL COORDINATE. UNIONS.
- -- CONTACTS WITH FOREIGN POLITICAL SECTION WILL TAKE
  POLICY DECISION-MAKING LEAD; ALL ELEMENTS OF MISSION
  APPARATUS. PARTICIPATING.

CONFIDENTIAL

CONFIDENTIAL

PAGE 02 LISBON 02422 01 OF 03 281345Z

- -- INSTITUTIONAL CONTACTS. POLITICAL SECTION TO COORDINATE;
  ALL ELEMENTS OF MISSION
  PARTICIPATING.
- -- DISCOURAGE THE ULTRA DCM TO MONITOR.
- -- DISCOURAGE AZOREAN CONSULATE PONTA DELGADA AND SEPARATISTS. DEPARTMENT TAKING LEAD. DCM

#### TO MONITOR.

-- MAINTAIN CULTURAL USIS TO COORDINATE. PRESENCE.

(II) POLITICAL-MILITARY:

- -- SUPPORT FOR NATO BRIGADE. DCM WILL COORDINATE WITH POL, DAO, AND MAAG.
- -- NATO EXCHANGE PROGRAM. DITTO.
- -- SHIP VISITS; EXCHANGES; DITTO.
  JOINT TRAINING.
- -- RESPOND FLEXIBLY DURING DEPARTMENT AND EMBASSY TO AZORES TALKS. COORDINATE.

(III) ECONOMIC:

- -- COMPLETE AND MONITOR AMBASSADOR ASSISTED BY ECONOMIC CONSORTIUM ARRANGEMENTS. SECTION.
- -- ENCOURAGE ECONOMIC PRIMARILY ECONOMIC/COMMERCIAL RECOVERY FUNCTION
- -- BILATERAL FINANCIAL AID. ECONOMIC COUNSELOR TO COORDINATE WITH AID AND AGATT.
- -- ENCOURAGE PRIVATE SECTOR PRIMARILY ECONOMIC/COMMERCIAL AND HELP RESOLVE INVEST- FUNCTION, TO COORDINATE WITH MENT DISPUTES. AID AND AGATT.
- -- PROMOTE TRADE AND INVEST- ECONOMIC/COMMERCIAL FUNCTION. MENT.
- 2. COMMERRIAL PROGRAM: THE EMBASSY HAS REQUESTED ABOUT \$60,000 IN FY 1978 FOR, ITS COMMERCIAL PROGRAM INCLUDING \$40,000 FROM EMBASSY FUNDS. THIS BUDGET WOULD ALLOW THE CAP COMMITTEE TO MOUNT TWO OR THREE IMPORTANT TRADE PROMOTION EVENTS AND TO CONTINUE ITS MARKET DEVELOPMENT STUDIES. A SLIGHTLY LARGER FY CONFIDENTIAL

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PAGE 03 LISBON 02422 01 OF 03 281345Z

1979 COMMERCIAL BUDGET WOULD PERMIT A PLANNED SHIFT IN RESOURCES, INCREASING TRADE PROMOTION EVENTS AND DECREASING MARKET STUDIES. THE CAP IS ADMINISTERED PRINCIPALLY BY THE COMMERCIAL ATTACHE AND SIX FSL EMPLOYEES, FOUR IN LISBON AND TWO IN OPORTO. OTHER MEMBERS OF THE MISSION, INCLUDING THE AMBASSADOR, DCM, ECONOMIC COUNSELOR AND OTHER COMPONENTS OF THE ECONOMIC SECTION, USIS. AND THE CONSUL IN OPORTO, CONTRIBUTE SIGNIFICANTLY TO ACHIEVEMENT OF THE CAP GOALS. THE EXPECTED RECOVERY OF THE PORTUGUESE ECONOMY, SPURRED BY HEAVY GOP INVESTMENT IN MAJOR PROJECTS, WILL GIVE US EXPORTERS AND INVESTORS AN OPPORTUNITY TO EXPAND THEIR OPERATIONS IN THE PORTUGUESE MARKET. THESE ACTIVITIES, AS WELL AS CONTINUED EFFORTS TO RESOLVE OUTSTANDING INVESTMENT PROBLEMS, WILL BE EXTREMELY TIME-CONSUMING. AT LEAST ONE AND POSSIBLY TWO NEW LOCAL EMPLOYEE POSITIONS WILL BE NEEDED IN FY 1979. ADDITIONALLY, THE EXPANDED CAP WILL REQUIRE MORE EXTENSIVE USE OF OTHER ELEMENTS OF THE ECONOMIC SECTION.

3. CONSULAR SECTION: THE WORKLOAD MUST BE CONSIDERED IN TWO PARTS: SERVICES PERFORMED FOR PERSONS IN PORTUGAL; AND

SERVICES PERFORMED FOR PERSONS IN CAPE VERDE. ABOUT 85
PERCENT OF THE SECTION'S TIME IS SPENT ON PORTUGUESE CASES
AND 15 PERCENT ON CAPE VERDIAN CASES. A. THE WORKLOAD FOR
PORTUGAL HAS BEEN INCREASING AT A RATE OF ABOUT FIVE PERCENT
PER YEAR IN MOST CATEGORIES; THIS RATE OF INCREASE IS
EXPECTED TO CONTINUE. NONIMMIGRANT VISA CASES HAVE

CONFIDENTIAL

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PAGE 01 LISBON 02422 02 OF 03 281654Z ACTION EUR-12

INFO OCT-01 ISO-00 SS-15 SP-02 PER-01 SIG-01 A-01 MMO-01 EB-08 SCA-01 IO-13 INR-07 PM-04 CU-02 /069 W

-----281726Z 010915 /43

R 280658Z MAR 77 FM AMEMBASSY LISBON TO SECSTATE WASHDC 0714

CONFIDENTIAL SECTION 2 OF 3 LISBON 2422

BEEN INCREASING AT THE RATE OF EIGHT PERCENT PER YEAR, BUT THIS RATE IS EXPECTED TO SLOW DOWN. RECOVERING TOURISM

IN PORTUGAL SHOULD PRODUCE A SUBSTANTIAL INCREASE IN TOURIST RELATED SERVICES PERFORMED FOR AMERICANS. THERE WILL PROBABLY BE A SHARP RISE IN DRUG-RELATED ARREST CASES DUE TO MORE EFFECTIVE DRUG INTERDICTION TECHNIQUES AND LISBON'S LOCATION ON THE ROUTE FROM MOROCCO TO THE UNITED STATES. IN 1977, THERE HAVE ALREADY BEEN MORE ARRESTS THEN THERE WERE IN THE PREVIOUS FIVE-YEAR PERIOD. B. BEFORE INDEPENDENCE, IMMIGRANT VISAS WERE ISSUED TO CAPE VERDEANS AT A RATE OF ABOUT 250 PER YEAR; SINCE INDEPENDENCE, THE RATE HAS INCREASED TO NEARLY 1,000 PER YEAR. CAPE VERDEAN NIV CASES ARE UP ABOUT 70 PERCENT. THE VISA WORKLOAD WILL PROBABLY REMAIN AT CURRENT LEVELS. OTHER CONSULAR SERVICES FOR CAPE VERDE ARE EXPECTED TO INCREASE AT THE RATE OF FIVE PERCENT ANNUALLY. AN FSL POSITION WAS RECENTLY REPROGRAMMED TO THE CONSULAR SECTION TO ACCOMMODATE THE INCREASED IMMIGRANT VISA WORKLOAD FROM CAPE VERDE. WHEN THE CAPE VERDE WORKLOAD IS TRANSFERRED FROM LISBON, THIS POSITION WILLL BE AVAILABLE FOR REPROGRAMMING. NO OTHER STAFF SHIFTS ARE FORESEEN.

4. CONSULATE ACTIVITIES: THE CONSULATES IN OPORTO AND PONTA

DELGADA WILL PURSUE COURSES OF ACTION WHICH PARALLEL THOSE CONFIDENTIAL

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PAGE 02 LISBON 02422 02 OF 03 281654Z

DESCRIBED IN PARAGRAPH ONE ABOVE. STAFFING IN OPORTO IS LEAN BUT ADEQUATE. STAFFING IN PONTA DELGADA IS INADEQUATE. TO ENABLE THE CONSUL AT PONTA DELGADA TO PERFORM ESSENTIAL TASKS ASSOCIATED WITH FORTHCOMING AZORES NEGOTIATIONS, AID BACKSTOPPING, AND SUPPORT FOR AN EXPANDING USIS PROGRAM IN THE ISLANDS, ANOTHER AMERICAN JUNIOR OFFICER SHOULD BE ASSIGNED WITHIN LISBON'S ROTATIONAL COMPLEMENT. ALTERNATELY, PONTA DELGADA SHOULD RETAIN THE EXISTING PIT POSITION PROVIDED FOR ADMINISTRATIVE SUPPOROT.

### PART III - STATE PERKONNEL RECOMMENDATIONS

- 1. REPROGRAMMING: THROUGH REPROGRAMMING WE CAN ACCOMMODATE THE ANTICIPATED SHARP INCREASE IN ECONOMIC/COMMERCCAL ACTIVITIES AND MOVE TOWARD SATISFYING DEMANDS WHICH ARE ALREADY UPON US IN THE ADMINISTRATIVE AREA. TO THIS END WE PROPOSE TO:
- -- MOVE ONE POLITICAL OFFICER POSITION (POS 10-550-14) TO THE ECONOMIC SECTION.
- -- MOVE ONE FSL CLERK TYPIST POSITION FROM THE CONSULAR SECTION TO THE ECONOMICCSECTION WHEN THE CAPE VERDE CONSULAR WORKLOAD IS TRANSFERRED FROM LISBON.
  BY SHIFTING RESOURCES WITH THE ADMINISTRATIVE SECTION,
  WE SHOULD BE ABLE TO HANDLE AN EXPANDING WORKLOAN IN SECURITY AND COMMUNICATIONS. ONE FSL SECRETARY HAS ALREADY BEEN SHIFTED FROM THE ADMINISTRATIVE SECTION TO THE GENERAL SERVICES UNIT TO COVER INCREASED WORKLOAN IN THAT UNIT.
  FURTHER REPROGRAMMING OF THIS TYPE, HOWEVER, WOULD CUT INTO OUR ABILITY TO PERFORM ESSENTIAL TASKS.

#### 2. INCREASES/DECREASES:

-- ECONOMIC SECTION: TO MEET GREATLY EXPANDED RESPONSIBILITIES DISCUSSED IN PART I OF THE ASSESSMENT, THE ECONOMIC SECTION WILL REQUIRE AN ADDITIONAL AMERICAN OFFICER POSITION AT THE FSO-5 LEVEL IMMEDIATELY AND AT LEAST ONE ADDITIONAL FSL POSITION BY FY 79. WE PLAN TO MEET THESE REYUIREMENTS THROUGH THE REPROGRAMMING STEPS OUTLINED ABOVE. CONFIDENTIAL

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PAGE 03 LISBON 02422 02 OF 03 281654Z

- -- ADMINISTRATION: ADDTIONAL POSITIONS ARE NEEDED TO HANDLE CURRENT AND ANTICIPATED WORKLOAN AS FOLLOWS: AMERICAN:
- -- AMERICAN PERSONNEL SPECIALIST CORE REQUIRED FY 78 LOCAL:

-- TRAVEL CLERK - DAS REQUIRED FY 78

-- TELEPHONE OPERATOR - DAS REQUIRED FY 78

-- ADMINISTRATIVE SECRETARY - CORE REQUIRED FY 78

-- ELECTRICIAN/PLUMBER - DAS REQQIRED FY 79

-- BUILDING SERVICES MANAGERC- CORE REQUIRED FY 79

THE JUSTIFICATION FOR ALL OF THESE POSITIONS FLOWS FROM THE

FOLLOWING DRAMATIC CHANGES IN THE EMBASSY WORKING ENVIRONMENT:

-- THE NUMBER OF USG EMPLOYEES HAS INCREASED FROM 189 IN JUNE 1975 TO 230 TO DATE.

-- SECURITY CONSIDERATIONS INCLUDING INCREASED EMPHASIS ON

LOCAL EMPLOYEE SCREENING AND LIMITING THE DISCLOSURE OF

PERSONAL INFORMATION ON AMERICAN EMPLOYEES, HAVE

PERSONNEL WORK MORE DIFFICULT AND U.S. EMPLOYEES MORE

SENSITIVE ABOUT THOSE WHO HANDLE THEIR PERSONNEL AND MEDICKL

PROBLEMS.

-- PERSONNEL ACTIONS, TRAVEL AUTHORIZATIONS, VOUCHERS, PURCHASE ORDERS, GTR'S STOCK ISSUES, AND COUNT OF TELEPHONE INSTRUMENTS ARE AMONG THE ADMINISTRATIVE SUPPORT WORK COUNT INDICATORS WHICH SHOW A RISING TREND. RELATED PAPERWORK IS BECOMING INCREASINGLY BACKLOGGED

- -- OUR CAPABILITY TO PERFORM GENERAL ADMINISTRATIVE SUPPORT FUNCTIONS HAS BEEN REDUCED BY THE ABILITION OF AN AMERICAN POSITION AND THE SHIFT OF THE FSL SECRETARY POSITION FROM THE ADMINISTRATIVE SECTION TO THE GENERAL SERVICES UNIT.
- -- THE TELEPHONE SYSTEM HAS EXPANDED TO SERVE MORJ PEOPLE; THE TRUNK LINES ON THE EMBASSY SWITCHBOARD, WHICH WILL BE TIED TO THE AID OFFICE, WILL INCREASE WITHIN MONTHS FROM 12 TO 30
- -- DURING THE PAST YEAR, THE CONSULAR SECTION AND AID MOVED FROM THE CHANCERY TO SEPARATE LOCATIONS. HEW AND LARGERR WAREHOUSING SPAE IS REQUIRED AND IS BEING SOUGHT. CONFIDENTIAL

### CONFIDENTIAL

PAGE 04 LISBON 02422 02 OF 03 281654Z

- -- FBO IS REQUESTING FUNDS TO ACQUIRE A NEW CHANCERY IN FY 1978. THE MYRIAD TASKS ASSOCIATED WITH THE MOVE WILL STRAIN MISSION ADMINISTRATIVE RESOURCES.
- -- THE USG EQUIPMENT INVENTORY HAS GREATLY EXPANDED.
- -- AN ACCELERATING INFLATIONARY RATE WILL REQUIRE MORE EFFECTIVE MANAGEMENT OF FUNDS AND MORE FREQUENT ALLOWANCE REPORTING. (SEE ALSO PARA (4) DEALING WITH CONSULATE ACTIVITIES).
- 3. LOWER PRIORITY POSITONS:

LOWEST PRIORITY STATE POSITIONS INCLUDE:

AMERICAN:

POS 10-550-14 POLITICAL

POS 6-2510-121 REGIONAL SECURITY OFFICKK UNN PIT SECRETARY (SUPPORTS RSO)

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PAGE 01 LISBON 02422 03 OF 03 281345Z ACTION EUR-12

INFO OCT-01 ISO-00 SS-15 SP-02 PER-01 SIG-01 A-01 MMO-01 EB-08 SCA-01 IO-13 INR-07 PM-04 CU-02 /069 W

-----281725Z 008627 /43

R 280658Z MAR 77 FM AMEMBASSY LISBON TO SECSTATE WASHDC 0715

CONFIDENTIAL SECTION 3 OF 3 LISBON 2422

LOCAL: CLERK TYPIST (CONSULAR)
SENIOR FSL (ADMIN)

-- THE POLITICAL OFFICER POSITION IS PART OF OUR REPROGRAMMING PROPOSALS. SHOULD THIS POSITION BE REMOVED, WE WOULD REQUIRE ANOTHER POSITION AT THE FSO-5 LEVEL FOR THE ECONOMIC SECTION.
-- THE REGIONAL SECURITY OFFICER POSITION IS CENTRAL TO THE OVERALL SECURITY PROGRAM OF THE MISSION. WHILE THE POLITICAL CLIMATE CONTINUES TO STABILIZE, REDUCING PROSPECTS OF CERTAIN FORMS OF VIOLENCE, THE WAVE OF BOMBINGS IN PORTUGAL, MOST RECENTLY DIRECTED AGAINST MODERATE RIGHT WING GROUPS, IS A REMINDER THAT THE PROBLEM IS STILL WITH US.
-- THE UNN PIT POSITION IS SHARED BY THE ADMINISTRATIVE OFFICER AND THE REGIONAL SECURITY OFFICER. INCREASED EMPHASIS UPON LOCAL EMPLOYEE SCREENING AND GROWING SENSITIVITY

AMONG U.S. EMPLOYEES ABOUT THOSE WHO HANDLE THEIR RECORDS ARE

- AMONG THE FACTORS SUPPORTING THE RETENTION OF THIS POSITION.
  -- THE FSL CLERK TYPIST POSITION IS TO BE REPROGRAMMED FROM
  THE CONSULAR SECTION INTO THE ECONOMIC SECTION, BUT NOT
  UNTIL THE CAPE VERDE CONSULAR WORKLOAD IS SHIFTED FROM
  LISBON
- -- THE SENIOR FSL IN THE ADMIN SECTION COULD BE REPROGRAMMED AFTER FY 79 FOLLOWING THE RETIREMENT OF THE INCUMBENT. EMBASSY LISBON HAS NO REDUNDANT POSITIONS. WITHDRAWAL OF CONFIDENTIAL

CONFIDENTIAL

PAGE 02 LISBON 02422 03 OF 03 281345Z

ANY OF THESE POSITIONS WOULD PLACE SEVERE HARDSHIPS UPON THE MISSION.

```
AMER. AMER. FSL FSL
AGENCY/FUNCTION OFF. STAFF PRO. STAFF
STATE-LISBON
EXECUTIVE 2 2 - 1
POLITICAL 7 3 1 -
ECON/COMMERCIAL 4 A) 1 2 3
CONSULAR 3 - 5 6
ADMIN CORE 3 1 B) 4 20 C)
ADMIN DAS - - 1 6
ADMIN SPECIAL - - 2
COMMUNICATIONS 1 6 - 2
SECURITY 1 - - -
MARINE GUARDS - 10 - -
STATE OPORTO
EXECUTIVE 1 - - -
CONSULAR 2A) - 1 5
ECON/COMMERCIAL - - 1 1
ADMIN (PROGRAM) - - 1 4 B)
ADMIN DAS - - 1
STATEM PONTA DELGADA
EXECUTIVE 1 - - -
CONSULAR 1 - 2 4
ADMIN (PROGRAM) - - 1 58
TOTALS 26 23 18 58
INCLUDES: A) 1 EMPLOYEE ROTATIONAL; B) 1 PIT EMPLOYEE AND C)
      AMER. AMER. FSL FSL
AGENCY/FUNCTION OFF. STAFF PROF. STAFF
OTHER AGENCIES
USIS 4 1 5 14
AGRIC 1 - 1 5
AID 5 2 X 5 XX 13
CONFIDENTIAL
CONFIDENTIAL
PAGE 03 LISBON 02422 03 OF 03 281345Z
DAO 5 6 2 2
MAAG 8 8 2 7
NATAG 2 5 - 1
     - 1 1 -
TTU
APO
      - 2 - -
USNAVSUPUNIT
(IBERLANT) - - 1 -
TOTALS 25 25 17 38
TOTALS OF STATE AND
OTHER AGENCIES 51 48 33 98
INCLUDES: X 1 PIT POSITION; XX 1 PCS POSITION
GRAND TOTAL AMERICANS: 99
GRAND TOTAL FSL: 131
TOTAL 230
```

FY 1977 STAFFING

### PROJECTED FY 1979 STAFFING

AMER. AMER. FSL FSL

OAGENCY/FUNCTION OFF STAFF PROF. STAFF

STATE/LISBON

EXECUTIVE 2 2 - 1

POLITICAL 6 3 1 -

ECON/COMMERCIAL 5 A) 1 2 5

CONSULAR 3 - 5 6

ADMIN CORE 4 2 B) 4 23 C)

ADMIN DAS - - 1 10

ADMIN SPECIAL - - - -

COMMUNICATIONS 1 6 - 2

SECURITY 1 - - -

MARINE GUARDS - 10 - -

STATE - OPORTO

EXECUTIVE - - - -

CONSULAR 2A) - 1 5

ECON/COMMERCIAL - - 1 1

ADMIN (PROGRAM) - - 4 B)

ADMIN DAS - - - 1

STATE - PONTA DELGADA

CONFIDENTIAL

#### CONFIDENTIAL

PAGE 04 LISBON 02422 03 OF 03 281345Z

EXECUTIVE 1 - - -

CONSULAR 2 - 2 4

ADMIN (PROGRAM) - - 1 3

TOTALS 28 24 18 65

A) 1 EMPLOYEE ROTATIONAL; B) 1 PIT EMPLOYEE; C) 3 PIT EMPLOYEES.

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